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MEMORANDUM FOR: Chairman, CIA Career Council

SUBJECT: Assignment of JOTs to the Clandestine Services

1. It is present policy that a JOT be attached to a component of the Clandestine Services for on-the-job training at the completion of formal training courses conducted by the Office of Training. During the on-the-job training period, which may continue for one year or more, the JOT is under the administrative control of the JOT Program, although his daily supervision is presumed to emanate from the Clandestine Services. This duality of responsibility causes certain difficulty in personnel management and has stimulated this request for revision of the current policy relating to JOTs.

2. It has been our experience that attachment of a JOT to a component of the CS, as compared with his assignment to that component, fails to develop in the JOT the feeling that he is a member of the CS to the extent desirable from the viewpoint of the JOT as well as the CS. The continued existence of the administrative control exercised by the JOTP reduces proportionately the supervisory influence exerted by the CS official responsible for the JOT. Having entered a new environment, it is natural for the JOT to retain and nourish the relationship with the JOTP officials built up during the many months since his entrance on duty. The CS has no objection to this relationship, per se, believing that the JOTP has and should maintain an interest in all JOTs during and after their departure from the program. It has been observed, however, that the JOT tends to depend upon the JOT Program officials for guidance, counsel, and solutions to problems which should be the responsibility of his CS supervisor, Branch Chief or other Senior Officers of the component. The early development of a loyalty to and identification with the CS is inhibited by the JOTP maintaining control of the JOT after his transfer to the CS. From the viewpoint of the JOT, this procedure forces the individual to serve two masters, to look toward one source for direction and the second for guidance. Perhaps it is even more important that operating officials of the CS to whose units JOTs are assigned do not now accept the full measure of responsibility for the management of their JOTs [redacted] leave it to the JOTP. This, I submit, is poor

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management practice and not in the best interests of the employee or the Agency. I feel it essential that the JOT look to the responsible CS officials for solution of his problems, direction of on-the-job training, for his operational utilization, future assignment and promotion. Recent improvements in the personnel management structure of the CS/CS enable us to provide supervision of training and operational utilization to a degree not possible heretofore. For these reasons, it is proposed that current procedures be revised to allow assignment of JOTs to the CS upon completion of formal training with the CS assuming complete administrative and operational responsibility for the JOT at the time of transfer.

3. This matter has been discussed with representatives of the Office of Training in the presence of the Director of Personnel but no agreement could be reached. It is requested, therefore, that this proposed change in policy be presented to the Career Council for consideration and recommendation to the Director.

Richard Helms  
Deputy Director  
(Plans)

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OFFICE OF THE DIRECTOR